

**THE EFFECT OF PLACEMENT, TRAINING, AND WORK MOTIVATION  
ON EMPLOYEE JOB SATISFACTION**

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**ABSTRACT**

This study aims to determine the influence as well as to evaluate corporate strategy related to the process of placement, training, and work motivation on employee job satisfaction, in answering management dilemmas encountered in the car audio industry such as PT. X, namely increasing employee work dissatisfaction through increased volume of employee resignation from 2012 until 2016 with an average of 8.02% per year. The type of research used is descriptive with quantitative approach, through multiple linear regression analysis method with SPSS version 23 program as data processing tool. The sample was taken 92 respondents based on the Slovin formula of total population 118 employees outside the directors. The results of this study prove that condition of job satisfaction has decreased significantly as the initial expectation, and for the simultaneous statistical test results Placement variables ( $X_1$ ), Training ( $X_2$ ), and Work Motivation ( $X_3$ ) together have a significant influence on variables Job Satisfaction ( $Y$ ). Partial statistic test results only variables Training ( $X_2$ ) and Work Motivation ( $X_3$ ) which independently have a significant influence on Job Satisfaction variable ( $Y$ ), while Placement variable ( $X_1$ ) has no influence. Thus, the management of PT. X is suggested to immediately take effective action to improve the condition, through attitude that can increase work motivation considering that variable has the most dominant role in influencing the increase of employee job satisfaction.

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**INTRODUCTION**

Joel & Jebaseelan (2017:80) argues that human resources are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without manpower. Therefore the human resources that exist within an organization need to be managed appropriately in order to maintain productivity and organizational goals can be achieved more effectively and efficiently. Latif *et al* (2013:166) put forward job satisfaction of employee plays a vital role on the performance of an organization. Bakotic (2016:118) asserted from several previous related studies, obtained the results job satisfaction and organizational performance have a strong relationship, so it can be stated that the job satisfaction determines organizational performance. Employees who feel satisfied in their work tend to give a positive response to the organization, by mobilizing all the resources it has to fulfill its duties and responsibilities.

PT. X experienced a management dilemma in the last 5 years. This can be seen from the increase in employee turnover intrntion volumes that allegedly occurred due to a decrease in job satisfaction experienced by its employees. Based on the

phenomenon that occurred in PT. X and previous related research results, researcher conducted a pre-survey process through the distribution of questionnaires and interviews with some employees of PT. X and obtained the interim results that the process of placement, training, and work motivation to be the factors that most affect employee job satisfaction. The purpose of this study is to prove these effects as well as to evaluate the corporate strategy associated with the phenomenon that occurs. Benefits that can be obtained, among others, management of PT. X will be facilitated in decision making to solve the management dilemma that occurred. In addition, the results of this study can be used as an additional reference for practitioners, academics, as well as to support further research.

**Theoretical Review**

**Placement**

Work placement relates to the matching of one's position. It is based on the job requirements, knowledge, skills, abilities, preference, and personality of the employee. Here are some definitions expressed by some experts. Kumar & Sharma (2001:179) put forward the placement is the determination of the job to which an accepted candidate is to be assigned. Rao (2005:30) the process that ensures a 360-degree fit, matching

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the employee's qualifications, experience, skills and interest with the job on offer. Deb (2006:194) a process through which the new employee is assigned the job according to his ability and capability. Battu (2006:84) a decision to place a selected individual in a job which he is most suitable. Durai (2010:185) the process of finding an appropriate fit between the people and the positions in an organization. Kumar (2011:124) the determination of the job to which an accepted candidate is to be assigned and his assignment to that job, a matching of what the supervisor has reason to think he can do with the job demands, a matching of what he imposes in strain working conditions and what it offers in the form of payroll, companionship with others, promotional possibilities, etc. Riggio (2013:89) the process of deciding which job hired workers should be assigned. Aswathappa (2013:244) allocation of people to jobs, it includes initial assignment of new employees, promotion, transfer, or demotion of present employees. Khanka (2013:87) understood as assigning jobs to the selected candidates. Mathis *et al* (2015:240) fitting a person to the right job. From some of the above explanation, placement can be synthesized that work placement is a process of allocating human resources to an organization through the assignment of responsibilities to a certain position, which is adjusted to the potential that is in himself.

### **Training**

Some studies have suggested that training has relevance to motivation and motivation related to organizational productivity. Therefore, training has an important role in an organization. Here are some definitions expressed by some experts. Sikula (1977:55) suggests training is a planned effort to provide employees with specific skills to improve their performance. Pepper (1984:9-11) organized process concerned with the acquisition of capability, or the maintenance of capability. Milligan & Maloney (1996:75) a planned process of learning experiences intended to maximize the employees' contribution to the organization. Barrow (2003:6) the process of acquiring the knowledge and skills related to work requirements using formal structured or guided means, but excluding general supervision, job specific innovations, and learning by experience. Dessler (2005:297) the process of teaching new employees the basic skills they need to perform their jobs. Rao (2005:30) a continuous process by which employees learn skills, knowledge, abilities, and attitudes to further organizational and personnel goals. Sattar *et al* (2005:86-87) a proactive strategic need that can prepare the workers for organizational commitment and dedication. Talwar (2006:93) a planned process to modification attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Randhawa (2007:114) the act of increasing knowledge and skills of an employee for doing a particular job. Lall & Zaidi (2008:112) a planned programme designed to improve performance and bring about measurable changes in knowledge, skills, attitude and social behavior of employees. Lall & Zaidi (2008:117) as the process of bringing the manpower of an organization to the desired level of performance, behavior, attitude from the existing level of performance, behavior and attitude. Rao (2009:72) a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Bakar (2011:22-23) the process to increasing the worth of human resource.

Nickson (2013:148) systematically developing knowledge, skills and abilities. Berman *et al* (2013:340) efforts to increase knowledge, skills, and abilities to better meet the requirements of present jobs. Nabi *et al* (2016:49) anything offering learning experience and highly related with motivation and motivation is highly related with the production and productivity of the organization. Joel & Jebaseelan (2017:80) a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. From some of these explanations, training can be synthesized that training is a process of providing knowledge and skills related to an employee's work. The knowledge and skills required by these employees can support the effectiveness and efficiency in work, and support the achievement of overall organizational performance.

### **Motivation**

Work motivation is an important element in employee productivity and efficiency. With motivation one can really try and expend his energies for what they do. Pinder & Harlos (1998:11) suggests work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration. Shane & Glinow (2003:132) a factor that exist in an individual which has potential to affect the way, strength and eagerness of behaving towards work. Broussard & Garrison (2004:106) the attribute that moves us to do or not to do something. Petri & Govern (2004:16) the thought that explains the propelling force in an individual that explains differences in intensity of behavior. Gorman (2005:2-3) an instinctive desire to satisfy a specific physiological need or drive, a decision to act in a particular way in order to gain satisfaction or reward, the desire to increase or decrease one's level of arousal. Rao (2005:31) combining forces that allow people to behave in certain ways is an integral aspect of motivation. Shank (2007:24) the act or process of providing a motive that causes a person to take some action. Guay *et al* (2010:712) the reasons underlying behavior. RQ Reader (2011:95) the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles. Robbins & Judge (2013:202) the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. From some of these explanations, work motivation can be synthesized as an effort to influence the behavior of existing human resources, so that through all their potential, they will voluntarily try to achieve the established goals in the appropriate way as expected.

### **Job Satisfaction**

The advancement of a company is determined by the condition of the human resources within it, and the job satisfaction of the human resource has an important role in determining the success of an organization. Vroom (1964:99) defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Locke (1976:1304) a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Davis & Nestrom (1985:109) the favorableness or unfavorableness with employees views their work. Hulin & Judge (2003:259) multi-dimensional psychological responses to one's job. Statt (2004:78) the extent to which a worker is

content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation. Bakar (2011:21) how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs. Luthans (2011:141) a result of employees perception of how well their job provide those things that are viewed as important. Robbins & Judge (2013:75) a positive feeling about one's job resulting from an evaluation of its characteristics. Riggio (2013:218) the positive and negative feelings and attitude about one's job. Zhu (2013:293-294) a product of non-regulatory mood tendency, a kind of pleasant or positive affection state, which grows in the process of evaluating an individual's work experience. From some of these explanations, job satisfaction can be synthesized as a feeling that arises because of the working conditions employee faces and has implications on the results of employee's work.

**Research Method**

**Research Model**

Based on the results of previous research related to the influence of Placement, Training, and Work Motivation on Job Satisfaction in the case study of PT. X, can be elaborated through the research model as in Figure 1 below.

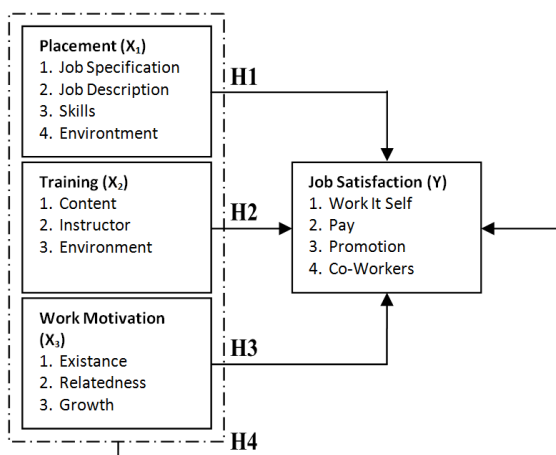


Figure 1 Research Model

**Hypotheses**

1. H1: Placement has influence on Job Satisfaction.
2. H2: Training has influence on Job Satisfaction.
3. H3: Motivation has influence on Job Satisfaction.
4. H4: Placement, Training, and Work Motivation simultaneously have influence on Job Satisfaction.

**RESEARCH METHODS**

The research method used by the researcher is descriptive with quantitative approach. Based on the Slovin formula, researcher obtained a sample of 92 respondents from the total population of 118 employees, outside the board of directors. The research process began at the end of April 2017 until mid-August 2017, and continued the process of analysis through multiple linear regression method with SPSS version 23 program as a data processing tool. The process of analysis begins by conducting the first research instrument test to measure the level of reliability and consistency of the tools used. The results of the test obtained instruments that are valid and reliable, so it can be used to measure the related variables in this research process. The next process is a

classical assumption test to obtain a good regression result through the test of Normality, Heteroskedastitas, Multikolinearitas, and Autokorelasi. For Normality test, researcher used chart analysis of Probability Plot chart, Histogram graph analysis, and Kolmogorov Smirnov test analysis. For Heteroskedasticity test, researcher used Scatterplot graph analysis and Glejser test analysis. For Multicollinearity test, researcher used analysis by comparing the value of tolerance and VIF value which is statistically yielded to tolerance value and VIF value as required, and for Autreterasi test, researcher used analysis with Durbin Watson test. Based on the results of a series of tests, it can be concluded that the classical assumption test is fulfilled, so it can be continued to the next process. The final stage of the analysis process is by performing a Hypothesis test consisting of Partial Statistics (t), Simultaneous Statistics (F), Determination Coefficient (R<sup>2</sup>), and Multiple Linear Regression test.

**Research Operational Variable**

Kotler *et al* (2009: 9) describes operational definition as stated in terms of criteria for measurement so that it is unambiguous and precise, which is mostly used in one study, and the following is the operational definition of the variables used in this study.

**RESULTS OF THE STUDY**

**Characteristics of Respondents**

Characteristic of respondents in this study is divided by the characteristics of age, position, placement, working period, and educational background. Gender is ignored because the majority of employees are more dominated by men. Age range of employees of PT. X is quite varied ie from the age of 21-45 years. A total of 83 people aged 21-30 years (90.22%), 7 people aged 31-40 years (7.61%), and 2 people aged 41-50 years (2.17%). For respondents' characteristics base on position, PT. X has 5 employees as manager (5,44%), 15 employees as supervisor (16,30%), and 72 employees as staff (78,26%). For respondents' characteristics based on placement, PT. X has 7 employees in operational support division (7,61%), 6 employees in finance accounting division(6,52%), 13 employees in marketing divison(14,13%), 9 employees in research development division (9,78%), 42 employees in production service division (45,65%), 8 employees in warehouse logistic division (8,70%), and 7 employees in quality control audit division (7,61%). For respondents' characteristics based on working period, PT. X has 19 employees with a working period under 1,0 years (20,65%), 53 employees with a working period between 1,1-3,0 years (57,61%), 10 employees with a working period between 3,1-5,0 years (10,87%), 6 employees with a working period between 5,1-10,0 years (6,52%), and 4 employees with a working period over 10,1 years (4,35%).As for the characteristics of respondents based on educational background, PT. X has 2 employees with education under high school, 86 employees with high school education and equal (93.48%), and 4 employees with strata education (4.35%).

**Table 1** Definition of Operational Variable

Variable and Definition	Dimension	Indicator	Statement No.
Placement(X <sub>1</sub> ) Employee placement is the process of deciding to which jobhired workers should be assigned.	a. Job specification	1. Education,	01
		2. Experience,	02
		3. Personality traits and potential.	03
Placement(X <sub>1</sub> ) Employee placement is the process of deciding to which jobhired workers should be assigned.	b. Job description	1. Clear division of tasks,	04
		2. Understand the main tasks and functions,	05
		3. Clear organizational structure.	06
Placement(X <sub>1</sub> ) Employee placement is the process of deciding to which jobhired workers should be assigned.	c. Skills	1. Related technical skills,	07
		2. Related support skills,	08
		3. Other supporting skills.	09
Placement(X <sub>1</sub> ) Employee placement is the process of deciding to which jobhired workers should be assigned.	d. Environment	1. Working facilities,	10
		2. Work climate,	11
		3. The physical condition of the workplace.	12
Training(X <sub>2</sub> ) Training is a planned effort to provide employees with specific skills to improve their performance.	a. Content	1. Contains new knowledge that supports work,	13
		2. According to the problems that are often faced,	14
		3. Appropriate developments or technology and current conditions,	15
		4. Presented attractive and easy to understand.	16
Training(X <sub>2</sub> ) Training is a planned effort to provide employees with specific skills to improve their performance.	b. Instructor	1. Conditioning of training atmosphere,	17
		2. Mastery of training materials,	18
		3. How to deliver training materials,	19
		4. The accuracy of answering the questions.	20
Training(X <sub>2</sub> ) Training is a planned effort to provide employees with specific skills to improve their performance.	c. Environment	1. Air conditionsystem of training room supports the learning process,	21
		2. Audio system of training room supports the learning process,	22
		3. Lighting system of training room supports the learning process,	23
		4. Props used supports the learning process.	24
Work Motivation(X <sub>3</sub> ) Motivation as the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.	Eexistence	1. Income can meet the needs of clothing and food,	25
		2. Income can meet the needs of residence,	26
		3. Income can support the development of self potential,	27
		4. Allowances are able to fulfill a sense of security for employees.	28
Work Motivation(X <sub>3</sub> ) Motivation as the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.	Relatedness	1. Relationship with the immediate supervisor,	29
		2. Relationship with fellow co-workers in the relevant sections,	30
		3. Harmonious social relations without discrimination,	31
		4. Freedom of expression.	32
Work Motivation(X <sub>3</sub> ) Motivation as the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.	Growth	1. The opportunity to develop themselves,	33
		2. The opportunity to prove yourself,	34
		3. The opportunity to occupy a higher career,	35
		4. The opportunity to accept other responsibilities outside of the main job.	36
Job Satisfaction(Y) Job satisfaction is a result of employee's perception of how well their job provide those things that are viewed as important.	a. Work It Self	1. Job that fits with dreams or aspirations,	37
		2. Jobs that suits your personal pleasure or hobby,	38
		3. Interesting and challenging job.	39
Job Satisfaction(Y) Job satisfaction is a result of employee's perception of how well their job provide those things that are viewed as important.	b. Salary	1. Salary,	40
		2. Allowance,	41
		3. Compensation.	42
Job Satisfaction(Y) Job satisfaction is a result of employee's perception of how well their job provide those things that are viewed as important.	c. Promotion	1. Promotional opportunities,	43
		2. Clear promotion procedures,	44
		3. Justice in reaching promotion.	45
Job Satisfaction(Y) Job satisfaction is a result of employee's perception of how well their job provide those things that are viewed as important.	d. Co-Workers	1. Support from supervisor,	46
		2. Support from colleagues,	47
		3. Ease in cooperation.	48

Source: Data processed by Reseachar (2017)

**Hypothesis Test Results through Partial Test Analysis (t-test)**

Partial test is done to know how far the influence of each independent variable (X) to dependent variable (Y), that is by comparing the value of t-count with t-tables along with the value of significance to determine the level of accuracy of

influence. Expected is t-count > t-value Table with significance value <0,05 so that partially each independent variable (X) expressed has strong influence to dependent variable (Y). For the value of t-table required in this study amounted to 1,987.

**Table 2** Partial Statistics Test (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.295	.109		-2.704	.008
1 Placement (X <sub>1</sub> )	.073	.075	.051	.980	.330
Training (X <sub>2</sub> )	.277	.053	.287	5.251	.000
Motivation (X <sub>3</sub> )	.870	.059	.729	14.647	.000

Source: Data processed by Reseachar (2017)

**Placement (X<sub>1</sub>) has an influence on Employee Satisfaction (Y)**

In Table 2 on the result of partial statistical test of placement variable (X<sub>1</sub>) on Job Satisfaction variable (Y), the result of t-value is **0,980** with significance level of **0,330**, which means that the process of partial employee placement is stated not to have a strong influence on the process of increasing job satisfaction Employees. Thus, hypothesis 1 that states the variable Placement (X<sub>1</sub>) has an effect on Job Satisfaction (Y) declared **rejected**.

**Training (X<sub>2</sub>) has an influence on Employee Job Satisfaction (Y)**

In Table 2 on the results of partial statistical test of Training variables (X<sub>2</sub>) to Job Satisfaction variable (Y), the result of t-value is **5,251** with significance level of **0,00**, which means the partial employee training process is expressed to have a strong influence on the process of increasing satisfaction employee work. Thus, hypothesis 2 that states the variables Training (X<sub>2</sub>) has an effect on Job Satisfaction (Y) otherwise accepted.

**Work Motivation (X<sub>3</sub>) has an influence on Employee Job Satisfaction (Y)**

In Table 2 on the result of partial statistical test of Work Motivation variable (X<sub>3</sub>) to Job Satisfaction variable (Y), the result of t-value is **14,647** with significance level equal to **0,00**, which means that work motivation process partially stated have strong influence to process improvement Employee job satisfaction. Thus, hypothesis 3 that states the variables Motivation Work (X<sub>3</sub>) has an influence on Job Satisfaction (Y) otherwise accepted.

**Hypothesis Test Results through Simultaneous Test Analysis (F test)**

The simultaneous test is done to know how far the influence of independent variable (X) simultaneously to the dependent variable (Y), that is by comparing the value of F-count with the value of F-table along with the significance value to know the level of accuracy of its influence. Expected is the value of F-count > F-table with significance value < 0,05 so that simultaneously the independent variable (X) otherwise has a strong influence on the dependent variable (Y). For F-value the required table with the 0.05 significance level is 2,71.

**Table 3** Simultaneous Statistics Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.400	3	.800		
Residual	.530	88	.006	132.784	.000
Total	2.930	91			

Source: Data processed by Reseachar (2017)

In Table 3 on the simultaneous statistical test results between Placement (X<sub>1</sub>), Training (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>) on Job Satisfaction (Y) variable, the result of F-count is **132,78** with significance level equal to **0,00**, which means that at the same time the process of employee placement, training, and work motivation is said to have a strong influence on the process of increasing employee job satisfaction. Thus, hypothesis 4 that states the variable Placement (X<sub>1</sub>), Training (X<sub>2</sub>) and Work Motivation (X<sub>3</sub>) together have an effect on Job Satisfaction (Y) is declared **accepted**.

**Results of Coefficient Determination Test Analysis (Adjusted R<sup>2</sup>)**

Determination coefficient test is done to know how big percentage of influence can be explained by variation of independent variable (X) which used, that is variable of Placement (X<sub>1</sub>), Training (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>) to dependent variable that is Job Satisfaction, and how much percentage of unexplained influence outside the independent variable (X) used in this study. To find out it can be seen from the value of Adjusted R<sup>2</sup> generated. Since the value of R<sup>2</sup> is between 0 (zero) to 1 (one), then if the resulting value tends to close to 0 (zero) means that the ability of the independent variable (X) used is still very limited in explaining the effect on the phenomenon occurring in dependent variable (Y), and vice versa. Expected from the determination coefficient test in this study is the value of Adjusted R<sup>2</sup> produced has a tendency close to 1 (one), so that the variation of independent variable (X) used in this study is able to explain how big influence on the dependent variable (Y).

**Table 4** Coefficient Determination Test Results (Adjusted R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905	.819	.813	.07762

Source: Data processed by Reseachar (2017)

In Table 4 the determination coefficient test between the independent variables (X) used in this study of the dependent variable (Y), the value of Adjusted R<sup>2</sup> is **0,813**, which means Placement (X<sub>1</sub>), Training (X<sub>2</sub>), and Work Motivation (X<sub>3</sub>) able to explain its existence in influencing variable Job Satisfaction (Y) in PT. X that is equal to **81,3%** while the rest equal to 18,7% influenced by other independent variable (X).

**Results of Multiple Linear Regression Analysis**

Multiple linear regression test conducted to determine the effect of an independent variable relationship (X) to the dependent variable (Y). Based on Table 2, the results of partial statistical tests generated regression equation in this study as follows.

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$  ..... where,

**Job Satisfaction = (-0.295) + 0.073 Placement + 0.277 Training + 0.870 Motivation + e**

Regression equation shows the influence of each independent variable (X) to the dependent variable (Y), with the explanation as follows.

1. The value of constant ( $\alpha$ ) of -0.295 means that employee satisfaction PT. X at the time of the

research has a negative tendency, or has decreased employee job satisfaction of 29.5% with assumed existing independent variable (X) of 0 (zero).

2. The value of regression coefficient for independent variable Placement ( $\beta_1$ ) of 0.073 means that every increase of job placement of 1 (one) unit, it will affect the increase of employee job satisfaction of 7.3% with assumed other independent variables (X) and the constant value ( $\alpha$ ) is 0 (zero).
3. The value of regression coefficient for independent variables Training ( $\beta_2$ ) of 0.277 means that each increase in job training by 1 (one) unit, it will affect the employee job satisfaction increase of 27.7% with assumed other independent variables (X) and the constant value ( $\alpha$ ) is 0 (zero).
4. The value of regression coefficient for independent variables of Work Motivation ( $\beta_3$ ) of 0.870 means that any increase in work motivation of 1 (one) unit, it will affect the employee work satisfaction increase of 87.0% with assumed other independent variable (X) and the value of constant ( $\alpha$ ) is 0 (zero).

### ***The Discussion of the Result***

#### ***The Influence of Placement on Job Satisfaction***

Based on the result of partial test and regression equation which is produced related to the analysis of the effect of placement variable on job satisfaction, it can be seen that work placement in PT. X does not have a strong enough effect on efforts to increase employee job satisfaction. This is not in line with the results of previous studies related, due to PT. X does not have the standardization of competencies on which an employee can be accepted and placed for a certain position. In addition, the division of tasks and responsibilities of each position is not set by default, therefore the majority of employees feel given a job that is odd. As a result, the placement process undertaken by the company through the delegation of the main tasks, functions, and responsibilities of a position, is viewed by most employees as being of no value prestige, unattractive, ordinary, so that placement does not have strong influence in improving employee work satisfaction of PT. X.

#### ***The Influence of Training on Job Satisfaction***

Based on the result of partial test and regression equation which is produced related to the analysis of the effect of training variables on job satisfaction, it is obtained that explanation of job training in PT. X has a strong influence on increasing employee job satisfaction, so it is in line with the results of previous studies related. Employees of PT. X with more predominantly higher education background from High School feel that the work done is a tedious activity, but they also have a desire to improve their competency from skills and the latest knowledge to support their position. An example is the attitude of an employee to a manager position that is balanced also with the company's attitude toward the main tasks, functions, and responsibilities of the given position, resulting in a contribution that is not more than a person with the position of executor or staff. They realize that the company has not been able to provide sufficient supplies, so that the main tasks, functions, and responsibilities of the positions they bear can not be implemented optimally.

#### ***The Influence of Motivation on Job Satisfaction***

Based on the result of partial test and regression equation which is produced related to the analysis of the effect of work motivation variable on job satisfaction, it is found that work motivation in PT. X has a very strong influence on increasing employee job satisfaction, so that in line with the results of previous studies related. Motivation is the most important factor because almost all employees think they feel less well treated, unlike most companies in general in treating their Human Resources. With the majority of educational background that is not too high and the limitations of competence, basically employees of PT. X is in a position weak enough to get a better chance and a better future. It is viewed by the majority of employees as a loophole for the company to manage its employees poorly, as any policy ever made by a company is never made as a written rule, so that the rights and obligations of both parties are always subject to change at any time and are unable to made reference. Leaders in the top position are also judged to use their power more often than to motivate employees in delegating a job. As a result, the majority of employees have no sense of ownership, tend to choose to be passive with relatively small initiatives when company is faced with a problem. So based on the discussion, it can be seen why the motivation of work to be the most dominant factor affect the increase in job satisfaction work environment PT. X.

#### ***The Influence of Placement, Training, and Motivation on Job Satisfaction***

Based on simultaneous test result, coefficient of determination test result, and regression equation resulted from analysis of the effect of placement variable, training, and work motivation on job satisfaction, it is found that placement, training, and work motivation in PT. X jointly has a very strong influence on increasing employee job satisfaction, so that it is in line with the results of previous research related. Placement, training, and work motivation are considered to have a very large contribution, because these three factors are assessed by most employees as a complementary to improve job satisfaction. Starting from the renewal of commitment between the management and the employees through the improvement of motivation in various dimensions, which is accompanied by renewal of the company's policy by default in order to obtain a provision as well as create a gap from the expected conditions with the existing reality, so the gap can be minimized as soon as possible through training, and employee placement practices can be implemented maximally in accordance with the position of related positions.

## **CONCLUSION AND SUGGESTION**

### ***Conclusion***

Based on the results of a series of tests and analyzes that have been done, this study can be drawn some conclusions as follows.

1. Work satisfaction condition of PT. X proved to have decreased significantly, in accordance with the initial allegations of researcher related to the phenomenon that has occurred.
2. Placement, Training, and Motivation Work simultaneously declared to have a positive and significant effect on Job Satisfaction PT. X.



3. Partial placement declared no significant influence on Job Satisfaction PT. X, while Training and Motivation partially declared to have a significant influence and Motivation is one of the three variables that have the most powerful influence.

### **Suggestion**

Based on the results of the discussion in this study, found a number of human resource management practices that are still considered low related to the impact that can be generated from the process of Placement, Training, and Motivation on Job Satisfaction. Therefore through this research submitted a number of recommendations as follows.

1. Decrease in job satisfaction that occurs should be followed up immediately. If the conditions are continuously ignored and not immediately resolved, they can result in a much worse condition later on. Management needs to look from the business side for the long term, because after all the company still needs human resources. When existing employees are able to be managed wisely, then the company has a reliable human resources to sustain the achievement of goals as has been aspired.
2. Based on the results of simultaneous tests and test results coefficient of determination, it can be seen that 81.3% employee job satisfaction is influenced by corporate strategy associated with the process of placement, training, and work motivation. Therefore, management can focus more on efforts to increase job satisfaction through the three corporate strategies.
3. Motivation is the most important factor partially, so management can start improvement step by increasing the motivation of work in various dimensions. It begins by improving social relations first, ie by using more motivational approaches than by suppressing, through giving praise and real appreciation that can be felt directly and can be seen by many pairs of eyes, so it can be continued on improvements in other dimensions of motivation.
4. Corporate policies governing the rights and obligations of both parties should be made in writing and socialized, so that each of the parties involved may be given and held accountable for a long-term corporate objective.
5. Training becomes the next determining factor that can give a significant influence to the increase of job satisfaction. However, in determining and deciding the most effective and efficient training required a standard reference, based on the policy made into the standard rules that companies can assess the gap that arises between the required conditions with the existing conditions, so that effective and efficient training can be done in order to minimize the gap happen.
6. Placement will have an effect when the main tasks, functions, and responsibilities of each position are clearly defined through the job description division, and the company prepares its human resources through the admissions and training selection process. Supervision, appraisal, and periodic appreciation need to be done also consistently by the company, so that employees who are given trust in accordance with placement can contribute with more leverage.

7. Further research can be done by adding or replacing other variables, such as research to prove the effect of individual job satisfaction on performance improvement or business productivity through *Structural Equation Modeling (SEM)* method.

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